

DDA 80-1888/2

5 September 1980

MEMORANDUM FOR: Director of Central Intelligence  
Deputy Director of Central Intelligence  
Executive Committee Members

FROM: Don I. Wortman  
Deputy Director for Administration

SUBJECT: Final Report of the Information Handling Task Force (IHTF)

REFERENCE: Memo dtd 13 Aug 80 to EXCOM and IHTF Members fr DDCI, subj:  
EXCOM Guidance for IHTF Final Report (EXCOM 9106-80)

1. Attached for Executive Committee review and action is the final report of the IHTF. Section 6.0 of the report contains final recommendations of the Task Force and represents an agenda for decision-making. A copy of the recommendations section has been attached (Att 1) to this memorandum. 25X1

2. Section 5.0 contains an expanded discussion of the Architect's mission and function, a suggested appeal mechanism, a description of the Staff, and discussion of possible organizational positions for the Architect considering the Office of the DCI and the Office of the DDA. 25X1

25X1A 3. When the Executive Committee considers the report, I would like them to review a proposed revision to the mission and function statement of the Architect that appears in Section 5.2, Architect of Information Services. A revised mission and function statement is attached (Att 2). I believe this revised statement is consistent with  discussion and the DDCI's memorandum of August 13 (reference) implementing those decisions.  25X1

4. Section 4.1.5, Career Management, has been expanded to include statistical information on the population of information specialists within each Directorate and to provide discussion of alternatives for Directorate management.  25X1

25X1A 5. Attachment C to the final report, Description of Management Alternatives, contains a description of the organizational options we discussed  25X1A  
believe this is responsive to the DCI's annotation on the referenced memorandum requesting that alternatives be included in the final report. As you recall from our discussions , the Agency-level options for change were the creation 25X1

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of a new directorate containing the bulk of our IH resources, or the creation of a Systems Architect to deal only with planning at the Agency level. While the Task Force tended to lean toward bold structural change, the Executive Committee was doubtful about the effectiveness of such a large bureaucracy in maintaining user satisfaction. Also noted in our discussion was the great administrative upheaval such a decision would entail. ☐

6. Another factor considered and revisited at several points in our discussions was how to organize to ensure we are making the best use of available technology. The consensus was again that the larger the organization and associated capital plant, the less capable we would be at staying current with technology and the more inhibiting that central organization would be to individual unit innovation. ☐

7. In the final analysis, we achieved unanimity on the need for a strong centralized planning function to better direct the development of information services. The Task Force recommendation to implement this planning function in a technically oriented staff was found agreeable. ☐

8. Having reached a consensus on the nature of Agency-level management changes, there is still the question of what, if any, Directorate-level changes should be undertaken. As I stated ☐, I plan to proceed with additional changes involving communications, ADP, printing and information security. These changes will be aimed toward building an organization and management system more in tune with the Information Handling goals and developing technologies. I also hope to minimize the number of DDA elements the Agency user deals with in getting our complete support. I anticipate presenting a plan for initial changes in the existing DDA structure six months after the Architect is on board. ☐

9. There may be similar thoughts of change in other Directorates, prompted by the results of this study. If this is the case, I would recommend that our mutual efforts be closely coordinated to ensure that the final results are in harmony and supportive of the goals. ☐

10. Unless directed to the contrary, the remaining Task Force members will move to new assignments by mid-September. They will remain available in Headquarters for further consultation and discussion as required. They are to be commended for a job well done. Their work can be judged a success already in terms of moving the Agency to agreement on a strong Architect function. ☐

Don I. Wortman

Attachments:  
As stated

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Attachment 1

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## 6. RECOMMENDATIONS

### 6.1 Organizational Changes

6.1.1. Create an Information Services Architect to maintain and publish an Agency strategic plan for the development of information services. (ref. 4.1.2)

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Approve: ✓

Disapprove:

6.1.2. Assign the Information Services Architect to the Deputy Director for Administration. (ref. 5.)

Approve: ✓

Disapprove:

6.1.3. Charge the Deputy Director of Administration with responsibility for accomplishing within six months:

A. Establishment of a joint planning mechanism to produce a unified plan for information services of OC, ODP, and OL/P&PD.

B. Creation of a plan and time table for restructuring DDA line components in accordance with the needs of this strategic plan and with due consideration of the issues raised by this report. (ref. 4.2.2, 4.2.3, 4.2.4, 4.2.6, 4.2.7, 4.4.2)

Approve:

Disapprove:

### 6.2 Management Change

6.2.1. Expand the scope of the current EXCOM ADP review to incorporate all information services and charge the Architect for Information Services with management of the preparation and presentation of that review. (ref. 4.1.4)

Approve:

Disapprove:

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6.2.2 Mission components should program, budget and defend capital investments required to provide dedicated information services. (ref. 4.1.3)

Approve:

Disapprove:

6.2.3 Directorates should develop and implement plans to centralize career management of personnel devoted to provision of information services. Early attention should be given to centralized management of ADP and registry personnel. (ref. 4.1.5)

Approve:

Disapprove:

### 6.3 Programmatic Objectives

6.3.1 Assign responsibility to the DDA for design and *planning the evolutionary development* implementation of a unified information distribution network whose nodes are conveniently located throughout Agency facilities and which contain facilities for storage, transmission, printing and sorting of electrical information. Management of those nodes will emphasize security, compartmentation and accountability for information. Estimated costs are \$15M for a ten year program. (ref. 4.2.6) (C 3d(3))

Approve:

Disapprove:

6.3.2 Assign responsibility to the DDA for *planning the* evolutionary development of a universal terminal network that will provide wide electrical interconnectivity with compartmentation and command privacy, ~~enforced~~ through cryptographic separation. Estimated costs are \$40M for a ten year program. (ref. 4.2.7) (C 3d(3))

Approve:

Disapprove:

6.3.3 Charge the Architect for Information Services with developing a concept and commissioning the design of a centralized data base of dissemination requirements that allows controlled, shared

access to all Agency disseminators. Estimated costs are \$500K with expected completion in 1985. (ref. 4.2.8) (C 3d(3))

Approve:

Disapprove:

6.3.4 Place Agency priority on modernization of the communications plant to expand capacity, quality and interconnectivity required to support increased electrical flow. Estimated costs \$20M with completion at Headquarters by 1985; completion world wide by 1990. (C 3d(3))

Approve:

Disapprove:

6.3.5 In the interests of security, legality, and public image, there needs to be a central, easily accessed repository of data regarding information released to the public, the media, and outside the Executive Branch. A central system should be useable by and responsive to users concerned with FOIA and Privacy requests, Public Affairs Office, OLC, OGC, Office of Comptroller, DCI and DDCI Staffs. The purposes of this repository would be consistency of judgements with regard to releasability, maintenance of operational integrity, and more efficient administration. It is recommended that analysis of alternative means for establishing such a system, including use of commercial bibliographic reference services, be commissioned by EXCOM. (ref. 3.8.e.)

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Approve:

Disapprove:

#### 6.4 Security Procedures

6.4.1 Establish systems of control and accountability for all transportable, machine writeable, non-human readable storage media, e.g., magnetic cards, tapes and disks. Such media must be presumed to contain information of the highest sensitivity. (S 3d(5))

Approve:

Disapprove:

6.4.2 With increasing application of technology comes enhanced

ability to positively account for sensitive information. This opportunity should be exploited to implement complete audit trails on all Top Secret and compartmented information within Agency computer data bases. The Office of Security should implement systems and procedures to frequently review audit information for anomalous accesses. (S 3d(5))

6.4.3 As classified databases more and more exist on-line, encouragement should be given to on-line queries from a terminal. Second-hand queries made via telephone should be discouraged. Accesses via terminal are easily recorded and audited. Most important, the terminal provides a more positive authentication of the requestor than the telephone. (S 3d(5))

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#### 6.5 Personnel Activities

6.5.1 The gradual extension of information handling technology into the office environment creates a need for more informed users. It is recommended that all career services incorporate some form of familiarization training in career development plans. Such training might include ADP familiarization, Office Automation, and information management depending upon the nature of the service and the level of the employee.

Approve:

Disapprove:

6.5.2 The Task Force has observed instances of user ignorance or apathy with respect to current information services. It is recommended that an indoctrination program be designed for all employees. This indoctrination, which can be integrated into other Agency-wide programs, should provide information on available services with emphasis on the user responsibility to the service, e.g., establishing and maintaining dissemination profiles.

Approve:

Disapprove:

## 6.6 Policy and Administrative Action

6.6.1 There needs to be a definitive policy statement for contingency planning. This policy should cover a range of eventualities from brown-outs to natural disaster and nuclear conflict. (ref. 4.1.6)

Approve:

Disapprove:

6.6.2 Future programs and budgets should address contingency planning by separately identifying added costs.

Approve:

Disapprove:

6.6.3 It is recommended that this report be given wide distribution within the Agency as a means of publicizing the goals program and the rationale underlying the accompanying management decisions.

Approve:

Disapprove:

ALL PORTIONS THIS ATTACHMENT UNCLASSIFIED EXCEPT  
PARAGRAPHS OTHERWISE MARKED.

## Architect of Information Services:

### Mission:

Performs Agency level planning for Information services with particular emphasis on application of technology.

### Functions:

1. Publishes Strategic goals and objectives for purpose of program guidance.
2. Monitors progress toward goals and objectives and reports state of Information Handling to EXCOM (incorporates ADP review).
3. Provides final approval for all agency information handling systems architecture.
4. Consolidates requirements for IH to maximize commonality, and ~~minimize unique development.~~
5. *Monitors or conducts* ~~Conducts~~ design reviews during conceptual design phase.
6. Maintains technology forecast and reports trends to management.
7. Acts as Agency focal point to Community on matters of IH.
8. Commissions system designs to fulfill architecture.
9. Initiates studies and analyses for the purpose of identifying ways to improve effectiveness and efficiency of IH.
10. Maintains a current data base on the status of information systems and their interrelationships.

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